

2023-24 BUSINESS PLAN

Annual Awards

Targets and plans for 2021-24

Over the next three years we will:

- strive to retain the pre-eminent position of our Annual Awards within the sector;
- continue to encourage greater engagement from youth justice in England & Wales, and community settings in Scotland – while accepting it may be unlikely to improve substantially;
- seek to address the recent fall in engagement from SPS;
- maintain costs at current levels, as far as possible, subject to inflation;
- ~~hold a one-off event allowing senior leaders and key stakeholders to join in celebrating the achievements of our 2019-20 and 2020-21 Award Winners and Commendees~~ [this was not needed because we were able to invite them to an Award Ceremony in March 2022].

Targets and plans for 2023-24

We will extend the work already done over the period to further simplify the nominations process for youth justice and Scottish community settings and extend the new, simpler, arrangements to other non-custodial settings.

We will look to consolidate recent improvements in engagement from SPS.

As a result of inflation, the costs of the Ceremony went up in 2022-23. We have otherwise been able to maintain a tight control on costs, and will continue to do so over the coming year.

#HiddenHeroes

Targets and plans for 2021-24

Over the next three years we will:

- continue to promote the role of staff, share positive stories about them, and share our own messages of support for them, including through our social media channels;
- continue to promote an annual #HiddenHeroesDay – on 29 September each year – and encourage engagement across the sector;
- continue to supply copies of *#HiddenHeroes: The Prison Officer* for HMPPS to distribute to all new recruits.

Targets and plans for 2023-24

As in 2022-23, while we do not intend to devote the same time or resources to the #HiddenHeroes campaign as in 2020-21 and 2021-22, we will continue to share positive stories about staff, and our own messages of support, through our social media channels.

We will also continue to promote #HiddenHeroesDay, on 29 September, and encourage non-custodial settings to become more involved (as custodial settings are already).

Alumni Development Programme

Targets and plans for 2021-24

Over the next three years we will:

- maintain the current level of engagement;
- maintain the costs of the programme at current levels.

Targets and plans for 2023-24

As last year, we will run the programme on a hybrid basis again, and maintain costs at current levels.

Engagement levels have been maintained over the last two years and we would expect that to continue in 2023-24.

Knowledge Exchange

Targets and plans for 2021-24

Over the next three years we will:

- focus on building engagement and content of the site during 2021-22;
- write a small number of reports for inclusion on site, based on the Trust's own findings (from our workshops and events, the Good Book of Prisons and recent Winners)
- continue to curate and publicise the site throughout the period.

Targets and plans for 2023-24

We will continue to curate the Knowledge Exchange during 2023-24, and to work with Russell Webster to publicise it across the sector.

We will add the reports from the December 2022 Governing Governors event to the site, as well as, as in previous years, all the submissions for the notable practice trophies.

Notable Practice Trophies

Targets and plans for 2021-24

Over the next three years we will:

- pilot two notable practice trophies in 2021 – in memory of Ruth Mann and Kathy Biggar – focusing on custodial and community settings, respectively;
- if the pilots prove successful, consider incorporating the trophies into our core activities in future years;
- share details of all submissions through the Knowledge Exchange site and our social media.

Targets and plans for 2023-24

Given the level of engagement from prisons again last year, we will run the Ruth Mann Trophy for notable practice in custodial settings again this year – and include all submissions on the Knowledge Exchange.

Following the relatively disappointing engagement from probation for the Kathy Biggar Trophy, however, we will seek the views of Probation Regional Directors before deciding on its future.

Good Book of Prisons

Targets and plans for 2021-24

Subject to available funding, in 2022-24 we will:

- consider publishing a second volume of the *Good Book of Prisons*, focusing on youth and open establishments.

Targets and plans for 2023-24

We will continue work on the second *Good Book of Prisons* – with the aim of publishing the findings in the autumn of 2024.

We estimate the cost of the project in 2023-24 will be around £9k

Good Practice Events

Targets and plans for 2021-24

In 2022-24 we will, in consultation with our stakeholders:

- run a programme of thematic, practice-focused workshops (these could be held online, at minimal cost, if needs be).

Targets and plans for 2023-24

Last year, in consultation with HMPPS, we ran an event for Governing Governors looking at improving staff retention and alleviating the pressure on Governors.

At HMPPS's request, subject to demand, this year we will look at holding an event for probation managers focusing on ways of reducing staff attrition in community settings. We estimate this will cost £5-10k.

Operational Efficiency and Resilience

Targets and plans for 2021-24

N/A

Targets and plans for 2023-24

While we had did not identified any specific targets for improving operational efficiency and resilience in the last Strategic Review, we did implement some minor changes to the programming underpinning the awards process in 2021.

We have since identified some more substantial additional improvements to our systems and processes which will further streamline the processing of nominations and strengthen the systems underpinning the awards process, which we plan to start implementing ahead of the 2023 nominations deadline.

These changes will leave us better placed to cope with any unplanned staff absences or changes in personnel. And by increasing our operational efficiency, they will also expand our capacity for 'added value' projects, and open up the possibility of future staffing reductions if funding necessitated.

We estimate the cost of these improvements – mainly for additional programming – will be no more than £10k. The costs of the work will be covered from our Development Fund if necessary.

Resources

Targets and plans for 2021-24

Over the next three years, we will:

- restrict our total spending over the 2020-22 financial years to approximately £500k (in line with the budget on which HMPPS agreed their funding);
- allowing for inflation, restrict our core expenditure in 2022-23 and 2023-24, to £230k and £235k, respectively;
- seek to balance income and core expenditure over the period 2022-24;
- use any additional income (over core expenditure) to fund “added value” initiatives;
- draw on reserves to cover any shortfalls between income and total expenditure;
- seek to maintain year-end reserves at no less than £250k, and no more than £325k.

Targets and plans for 2023-24

The (draft) budget sets out our financial plans for 2023-24.

The budget is in line with the targets agreed in the Strategic Review on both core expenditure costs and balancing core expenditure against income, with work on the *Good Book of Prisons 2*, the probation leaders event, and additional enhancements to our operational efficiency and resilience, covered from the Development Fund if required.

Based on the budget, and depending on exactly how our investments perform, our total reserves would be projected to fall to around £300k by year end, below the ceiling of £325k, but well above the minimum target of £250k.

It should be noted that considerable uncertainty remains on the income front, however. While Ingeus and Interventions Alliance, along with the Bromley Trust, continued their funding over the last two years, their on-going support is not guaranteed.

We will need to look for other funding sources to meet our income target in any case, as this has risen slightly (mainly as a result of projected increases in office and staffing costs) since 2022-23.

We will seek confirmation on their position from all three of the above and approach SPS and YJB, and possibly Catch22 also (the other main probation service provider, alongside Ingeus and Interventions Alliance, since renationalisation), as possible additional funders.

We do not want to exceed our budget on income, however, without a plan for how any additional funding should be used. And even in the unlikely event that we lost our funding from Ingeus, Interventions Alliance, and the Bromley Trust, and failed to find any additional funding from elsewhere, any shortfall between income and core expenditure could be covered from reserves without breaching our minimum reserve position.

Simon Shepherd
Director

June 2023